

# **PERFORMANCE EVALUATION REPORTS INSTRUCTIONS 2025**



**UNIVERSITY OF ENGINEERING  
AND TECHNOLOGY, PESHAWAR**

Item-43/136<sup>th</sup>/Syndicate

**UNIVERSITY OF ENGINEERING AND TECHNOLOGY, PESHAWAR**

**NOTIFICATION**

No. 99 /136<sup>th</sup>/S/Acad/Reg

Dated 27/10/2025

The Syndicate in its 136<sup>th</sup> meeting held on 27.04.2025, approved the new ACRs/PERs proformas as well as the instructions to write PERs (Annexed).

— Sd —

Deputy Registrar

No.233/136<sup>th</sup>/S/Acad

Copy to:-

1. The Establishment Officer-I & II for necessary action.
2. The PS to Vice-Chancellor UET, Peshawar.
3. The PS to Registrar, UET Peshawar.
4. The PS to all Deans of Faculties, UET Peshawar.



Deputy Registrar  
Academic Regulations

## FOREWORD

Performance Evaluation Report plays an important role in the career planning of University employees. It is the frequently used documents in the service record of an employee for promotion, trainings, regularization of temporary employees, extension of contract, screening of employees after twenty five years' service & better postings etc. The Reporting and Countersigning officers are responsible to initiate, complete and maintain PERs of their subordinates in accordance with the prescribed procedure. Performance Evaluation Reports are required to be completed within stipulated period. The University has neither adopted PER of the Provincial Government instructions nor framed their own Statutes so far. If adverse remarks are challenged in the court then University will may not be able to defend the same. For completion of this task, they need approved guidelines or instructions.

A compendium of "Instructions on Performance Evaluation Reports for employees of University of Engineering & Technology Peshawar" has been compiled. Unlike other public sector Universities, the University of Engineering & Technology Peshawar has three campuses i.e. Abbottabad, Bannu, & Jalozi besides Main Campus Peshawar. Each campus is headed by Coordinator. Powers of writing Performances Evaluation Reports in respect of University employees in BPS-1 to BPS-16 working in Campuses have been delegated to respective Coordinator / Chairman of the Department. The Reporting Officers and Countersigning Officers in respects of employees working in campuses have been revised.

A committee headed by Mr. Muhammad Humayun, Ex-Secretary/Member Khyber Pakhtunkhwa, Public Service Commission, Prof. Dr. Syed Riaz Akbar Shah, Director, CEEC, Prof. Dr. Zia-ul-Haq, Department of Agricultural Engineering. Prof. Dr. Abdul Shakoor, Department of Mechanical Engineering, Prof. Dr. Saeed Gul, Department of Chemical Engineering & Mr. Fazli Subhan, Private Secretary to Dean AASH was constituted vide Notification No.299/Estt-IV/PF Dated 01.8.2023. Four meetings of the committee were held on 14.09.2023, 21.09.2023, 27.09.2023 and 21.03.2024. On the analogy of Provincial Government "Performances Evaluation Reports instructions for University employees have been drafted. All the members rendered valuable services in compiling the booklet. Without their efforts, compilation of this compendium of instructions would have not been possible. The edition of instructions will surely facilitate the Reporting Officers as well as the Countersigning Officers to evaluate the performance and conduct of their subordinates objectively and in a realistic manner. Suggestions, if any, for further improvement in this compendium of instructions would be welcomed and appreciated which may be addressed to the Registrar, University of Engineering & Engineering Peshawar or emailed on [registrar@uetpeshawar.edu.pk](mailto:registrar@uetpeshawar.edu.pk) to him.

**Dr. Khizar Azam Khan**  
Registrar  
University of Engineering  
& Technology, Peshawar

# **WRITING OF PERFORMANCE EVALUATION REPORTS (P.E.R)**

**0.1** **Extent of Application:** These instructions shall apply to all the employees of University of Engineering and Technology, Peshawar except contingent paid staff.

**0.2** **How to write PER:** Since the Evaluation Reports constitute an aid to selection for training, promotion, posting/transfers, regularization of contract employees, extension in contract or screening of officials after having twenty five years' service etc. It is essential that PER are written most carefully. A Reporting Officer before he embarks on the reports writing work should try to comprehend the instructions written at the end of Performance Report Forms. The report should give a clear picture of the officer reported upon viz personal qualities, standard of performance, dealing with others, potential growth and his aptitude etc. Similarly, the **Countersigning Officer(s)** should scrutinize the report scrupulously in accordance with the prescribed procedure before countersigning it.

The purpose of Performance Evaluation Report Form is to reflect an employee's strong and weak points more objectively and to ensure that such performance evaluation effectively serve its true purpose. It also draws the attention of Reporting & Countersigning Officer to the deficiencies commonly noted in such reports.

**0.3** **Manner of Writing the Reports:** Instructions for the Reporting Officers (R.O):

(i) While reporting on your subordinate:-

- (a) Be as objective as possible.
- (b) Be as circumspect as possible.
- (c) Be clear and direct, not ambiguous or evasive in your remarks.
- (d) Avoid exaggeration and gross understatement.

(ii) State whether any of deficiencies reported have already been brought into the notice of the officer concerned and whether he has or has not taken steps to remedy the same.

(iii) Fill the form in duplicate by initiating the relevant boxes in both the original and the duplicate copies. If necessary, the Reporting Officer views under "Pen Picture" typed. In that case affix his signature at the end of the "Pen picture".

(iv) The PERs of the employees should be initiated only by such officer who has the opportunity of seeing the performance of the subordinate officers/officials closely.

(v) In many cases the signature of the Reporting Officers on the reports are illegible. This means that after some time it may, in such cases, be impossible to identify the Reporting Officer. The name and designation of the Reporting Officer should, therefore, invariably be typed or written in block letters on the evaluation reports.

#### **0.4 Instructions for Countersigning Officers:**

(i) The Countersigning Officers should weigh the remarks of the Reporting Officer against his personal knowledge of the officer being reported upon, compare him with other officers of the same grade working under different Reporting Officers but under the same Countersigning Officer, and then give his overall assessment and remarks. In certain categories of cases remarks of 2nd Countersigning Officer may be required to be recorded. The 2<sup>nd</sup> Countersigning Officer will record his remarks in appropriate portion.

(ii) If the Countersigning Officer differs with the grading or remarks given by the Reporting Officer, he should score it out and give his own grading in red ink. He is required to give his own assessment in addition to that of the Reporting Officer. The report of the Countersigning Officer will be considered as final.

(iii) The Countersigning Officer should underline, in red ink, remarks which in his opinion are adverse and should be communicated to the officer reported upon.

(iv) After countersigning the form, return it to the officer responsible for the custody of the character Roll.

**0.5** As per decision of the Peshawar High Court while recording adverse remarks in the PERs, the following conditions shall be fulfilled:-

(i) Reporting Officers and Countersigning Officers are required to write PERs of their subordinates in a judicious manner as per instructions given in PER forms.

(ii) While recording overall grading, the Reporting & Countersigning Officers concerned, should confine themselves to the grading specified in the PER Forms i.e. (Outstanding, Excellent, Very Good, Good, Average/Satisfactory, Below Average and Poor).

(iii) The assessment of an officer in different parts of the PER Forms must be co-related. For example, an officer is assessed as "Average" in some parts whereas in overall grading the officer is placed as (Good). Normally these should be identical.

(iv) The Reporting & Countersigning Officers sometimes record adverse remarks which are in very vague terms and do not clearly spell out as to which kind of work was under consideration. The Countersigning Officer while assessing the grading in different Parts of the PERs form other than that given by Reporting Officer is also required to correct in red ink the grading given by Reporting Officer and give detailed reasons for not agreeing with the Reporting Officers.

(v) The Countersigning Officer should make an unbiased evaluation on the quality of performance made by Reporting Officer by categorizing the reports as "exaggerated", "fair" or "biased". This would evoke a greater sense of responsibility from the Reporting Officers.

**0.6** The Reporting Officer while assessing the qualities and work of their subordinates should take utmost care. Biased or evasive reports are likely to cause incalculable damage to the officers reported upon. The whole purpose of evaluation report is defeated unless the Reporting Officer judge the performance of their subordinates from an absolutely detached and objective point of view. To achieve this objective, it has been provided in the old format that the Countersigning Officer should assess the report itself and categorize it as very good/reasonably good/strict/lenient/biased. This would be conducive to greater sense of responsibility on the part of the Reporting Officer.

**0.7**

- (i) The following two points should be taken care of while writing of an evaluation reports of employees:-
  - (a) How to determine the performance assessment of an employee in the evaluation report form when the assessment of any other employee in the same grade is not known to the Reporting & Countersigning Officer? Where there is only one officer in a particular grade his assessment of performance may be made independently
  - (b) Whether the assessment in the PER Form in respect of employee's performance and achievements is to be determined with reference to his assessment in the Form?
- (ii) The assessment of an officer in PERs should, as far as possible be based on the assessment made about his personal traits and on the job performance. If the major numbers of entries in PER are 'good' and the officer is classified, as 'average' the Reporting officer should give detailed reasons for his average assessment. Normally these should be identical and co-related.

**0.8**

- (i) Reporting and Countersigning Officers are directed to adhere to the grading provided in the PER form and not to deviate from these.
- (ii) Countersigning Officers are advised that when they assess the report as strict or lenient they must record their overall assessment of the employee reported upon in their remarks clearly and also preferably change the overall assessment in PER form.
- (iii) The PER must be signed by the designated Countersigning officer(s)

**0.9 Avoidance of personal remarks in writing PERs:**

The Reporting Officers should take utmost care to ensure that personal remarks are avoided and that reports are written in an objective manner. If, any Reporting Officer indulges in subjective reporting, it will be open to his countersigning officer(s) to report adversely on him for having failed to record his remarks in an objective manner.

**1.0 When report should be written:**

Performance Evaluation Report of University employees must be initiated in the first week of January each year by the initiating authority and forwarded to the higher authority in the same week. The higher authority shall give his /her remarks within one week, so that the report is completed within the month of January each year.

- 1.1** (a) PERs of University employees must be written by the specified dates without fail
- 1.2** (b) In case PERs in respect of some University employees relating to past years have not been written so far, these may be written immediately and a certificate be furnished to the Registrar Office.

**1.3 Responsibility of the Final Authority to ensure prompt writing of Performance Evaluation Reports:** Generally, the writing of Evaluation Reports gets delayed, which affects the disposal of cases in which it is necessary to consult Character Rolls. It also leads to frustration amongst the employees. The final authority on the writing of Evaluation Report will be responsible for obtaining evaluation reports for the preceding calendar year within the month of January each year. It would then **furnish a certificate** to Registrar office that all the evaluation reports, which were due to be completed, have actually been completed and placed on the Character Rolls. This certificate should reach to the Registrar Office in the first week of February. The defaulting authority shall be brought to the notice of the Vice Chancellor for appropriate action.

**1.4** The competent authority has decided that the following policy guidelines for writing of Performance Evaluation Reports should be followed so that the system could be improved and complications & repercussions could be avoided in future:-

- (i) Onus of initiating of PERs will lie on the Reporting Officer.
- (ii) The Establishment Section will send PER Forms to those employees whose records are maintained by them by 15<sup>th</sup> of December each year.
- (iii) The particulars at Part-1 & 2 of the PER Forms shall be filled by the officer to be reported upon.
- (iv) The Controlling Officer will not accept Performance Evaluation Reports **by hand** from the officer concerned. The same must be dispatched in a confidential envelope.
- (v) All the PER forms will be sent to the Reporting Officer with a covering letter
- (vi) The **retiring officers** shall be responsible for completing PERs as Reporting or Countersigning Officer and that the Department/office concerned should render a certificate to this effect before forwarding the pension papers of the retiring officers.
- (vii) Emphasis on safe custody of the Performance Evaluation Reports is once again reiterated with a view that an officer/official should not have any access to his own reports. The contents of the report being confidential will not be divulged to the University employees or any other person.

**1.5 Minimum period for writing of reports:**

- (i) The minimum period during which an officer is expected to form a judicious opinion about the work of his subordinate for the purpose of writing a report on his work and conduct should be three months. The report recorded in respect of period less than the minimum prescribed period should be ignored.
- (ii) If the period under report in one calendar year is three months or more and less than three months in the other year, the report for the former period only should be written. If the continuous period of service under a Reporting Officer is spread in two years but the part period in each year is three months or more two-evaluation reports-one each for the period of three months or more in a calendar year, should be written.

### **1.6 Action when Reporting Officer or subordinate is transferred:**

If the Reporting officer is transferred during the course of calendar year, he should be required to write a report if his transfer occurs more than three months from the date, the last report was due. Such reports must be written before relinquishing charge. The report shall be sent to the higher authority when all the reports for the year have been written. If a subordinate is transferred during the course of a calendar year and he has worked for more than three months under the Reporting Officer then the latter shall record his opinion. In case he is being transferred from the jurisdiction of the higher authority then the views of the higher authority shall be obtained and forwarded to the Department/Office where a subordinate has been transferred.

### **1.7 Special report:**

If a University employee is placed on special report for any reason the special report recorded on him should be placed on the character roll.

### **1.8 Placing University employees on Special Reports:**

Whenever the Head of Department is convinced, on good grounds, that the work of a particular University employee is not satisfactory, he could put the University employees concerned, with simultaneous intimation to the employee, on a special report. A special report on the latter's work would in such an eventuality, be drawn on the expiry of six months irrespective of the fact whether the Performance Report on him becomes due during this period.

If such a special report does not indicate any improvement in the work of the University, employees concerned it would be open to the competent authority to take such action against him as may be permissible under the existing rules.

### **1.9 Reporting Channel:**

While writing an Evaluation Report the following principles should be kept in view:-

The report should be initiated by the next higher officer and countersigned by an officer higher than the reporting officer, both being concerned with the work of the officer reported upon, for example:

#### **1. Teaching Departments:**

S.No	Cadre	BPS	Reporting Officer	Countersigning Officer	2 <sup>nd</sup> Countersigning Officer
1.	Meritorious Professor	BPS 22	Vice-Chancellor		
2.	Professor Emeritus	BPS 22	Vice-Chancellor		
3.	Dean/Chairman	BPS 21	Vice-Chancellor		
4.	Professor	BPS 21	Vice-Chancellor		

5.	Associate Professor	BPS 20	Chairman	Respective Dean	
6.	Assistant Professor	BPS 19	Chairman	Respective Dean	
7.	Lecturer	BPS 18	Chairman	Respective Dean	

## 2. Administrative Sections:

S.No	Cadre	BPS	Reporting Officer	Countersigning Officer	2 <sup>nd</sup> Countersigning Officer
1.	Registrar	BPS 20	Vice-Chancellor		
2.	Treasurer	BPS 20	Vice-Chancellor		
3.	Controller of Examination	BPS 20	Vice-Chancellor		
4.	Director Admission	BPS 20	Vice-Chancellor		
5.	Director CEEC	BPS 20	Vice-Chancellor		
6.	Director IT	BPS 20	Vice-Chancellor		
7.	Director ORIC	BPS 20	Vice-Chancellor		
8.	Director P&D	BPS 20	Vice-Chancellor		
9.	Director QEC	BPS 20	Vice-Chancellor		
10.	Additional Controller of Examinations	BPS 19	Controller of Examinations	Vice Chancellor	
11.	Additional Director Admission	BPS 19	Director Admission	Registrar	
12.	Additional Director Finance/ Accounts/ Budget & Funds	BPS 19	Treasurer	Vice-Chancellor	
13.	Additional Director IT (Different Specialties including Network, Database, System, Operations) (including Manager IT, Database Administrator)	BPS 19	Director IT	Vice-Chancellor	
14.	Additional Director P&D	BPS 19	Director P&D	Vice-Chancellor	
15.	Additional Director QEC	BPS 19	Director QEC		
16.	Additional Registrar	BPS 19	Registrar	Vice-Chancellor	
17.	Database Manager/Manager CMS	BPS 19	Vice-Chancellor		
18.	Director Media & Publication	BPS 19	Registrar	Vice-Chancellor	
19.	Director Monitoring & Evaluation	BPS 19	Registrar	Vice-Chancellor	
20.	Director of Works	BPS 19	Registrar	Vice-Chancellor	

21.	Librarian	BPS 19	Registrar	Vice-Chancellor	
22.	Deputy Controller of Examinations	BPS 18	Additional Controller of Examinations	Controller of Examinations	
23.	Deputy Director Accounts	BPS 18	Additional Director Accounts	Treasurer	
24.	Deputy Director Admission	BPS 18	Additional Director Admission	Director Admission	
25.	Deputy Director Budget	BPS 18	Additional Director Finance	Treasurer	
26.	Deputy Director Internal Audit	BPS 18	Vice-Chancellor		
27.	Deputy Director IT	BPS 18	Manager IT	Director IT	
28.	Deputy Director Media and Publications	BPS 18	Director Media and Publications BPS- 18	Registrar	
29.	Deputy Director of Works	BPS 18	Director of Works	Registrar	
30.	Deputy Director P&D	BPS 18	Additional Director P&D	Director P&D	
31.	Deputy Director QEC	BPS 18	Additional Director QEC	Director QEC	
32.	Deputy Director Scholarship	BPS 18	Additional Director Finance	Treasurer	
33.	Deputy Director Sports	BPS 18	Registrar	Vice-Chancellor	
34.	Deputy Librarian	BPS 18	Librarian	Registrar	
35.	Deputy Provost	BPS 18	Provost	Registrar	
36.	Deputy Registrar Academic (Reg)/ Establishment	BPS 18	Additional Registrar	Registrar	
37.	IT Coordination Officer/ Deputy Director IT/ Senior Network Administrator/ Senior Database Administrator/ System Administrator	BPS 18	Manager IT Center/ Supervising Officer	Director IT	
38.	Manager CEEC	BPS 18	Director CEEC	Vice-Chancellor	
39.	Manager R&D/ Research Operation/ University Industry Linkages	BPS 18	Director ORIC	Vice Chancellor	
40.	Administrative Officer	BPS 17	Additional Registrar	Registrar	
41.	Assistant Director Media & Publications	BPS 17	Director Media & Publication	Registrar	
42.	Assistant Accounts Officer	BPS 17	Deputy Director Accounts	Treasurer	

43.	Assistant Director Accounts	BPS 17	Deputy Director Accounts	Additional Director Accounts	
44.	Assistant Director Budget & Fund	BPS 17	Deputy Director Budget	Treasurer	
45.	Assistant Director Finance	BPS 17	Deputy Director Finance	Treasurer	
46.	Assistant Director Financial Assistance	BPS 17	Director CDC	Registrar	
47.	Assistant Director Internal Audit	BPS 17	Deputy Director Audit	Vice-Chancellor	
48.	Assistant Director P&D	BPS 17	Deputy Director P&D	Additional Director P&D	
49.	Assistant Director QEC	BPS 17	Deputy Director QEC	Director QEC	
50.	Assistant Director Sports	BPS 17	Deputy Director Sports	Registrar	
51.	Assistant Librarian	BPS 17	Deputy Librarian	Librarian	
52.	Assistant Provost	BPS 17	Deputy Provost	Provost	
53.	Assistant Registrar/Establishment Officer	BPS 17	Deputy Registrar	Registrar	
54.	Asst: Controller of Exams	BPS 17	Deputy Controller of Exams	Controller of Exam:	
55.	Asstt: Director Admission	BPS 17	Deputy Director Admission	Director Admission	
56.	Asstt: Engineer (Jalozai Campus)	BPS 17	Coordinator Jalozai Campus	Director of Works	Registrar
57.	Asstt: Engineer/ SDO	BPS 17	Deputy Director of Works	Director of Works	Registrar
58.	Computer Programmer Sr. Computer Programmer	BPS 17	Supervising Officer	Director IT	
59.	Lab Engineer	BPS 17	Chairman	Respective Dean	
60.	Law Officer	BPS 17	Registrar	Vice-Chancellor	
61.	Manager Networks	BPS 17	Supervising Officer	Director IT	
62.	Network Administrator	BPS 17	Supervising Officer	Director IT	
63.	Network Administrator	BPS 17	Supervising Officer	Director IT	
64.	Office Manager	BPS 17	Supervising Officer	Registrar	
65.	Office Superintendent	BPS 17	Sectional Head	Chairman/ Director/ Registrar/ Controller of Exam/Treasurer	
66.	Sr. Computer Technologist	BPS 17	Supervising Officer	Director IT	
67.	Technical Staff	BPS 17	Director of Works	Registrar	
68.	Transport Officer	BPS 17	Vice-Chancellor		
69.	Office Assistant	BPS 16	Sectional Head	Chairman/ Director/ Registrar/ Controller of Exam/Treasurer	

70.	Security Officer	BPS 16	Administrative Officer / Campus Coordinator	Registrar	
71.	Senior Clerk	BPS 14	Sectional Head		
72.	Junior Clerk	BPS 11	Sectional Head		
73.	Caretaker Khanispur		Provost	Registrar	
74.	Daftari, Qasid, Naib Qasid, Chowkidar, Class IV (Particularly Matriculate)		Supervising Officer		
75.	Driver		Officer Incharge		
76.	IT Staff BPS-16 to BPS-17		Manager IT/ Sectional Head	Director IT	
77.	Junior Ministerial Staff as per (Schedule-I)		Sectional Head/ Departmental Head	Deputy Registrar/Adl: Registrar	
78.	Lab: Staff BPS 17 &18		Relevant Deptt: Chairman	Concerned Dean	
79.	Lab: Staff BPS-05 to BPS-16		Sectional Head	Chairman/ Director	
80.	Ministerial Staff as per detail at UET Statutes (Schedule-I)		Sectional Head/Departmental Head	Deputy Registrar/ Adl: Registrar	
81.	Ministerial Staff working in other than Chairmen offices in satellite campuses		Campus Coordinator	Registrar	
82.	Private Secretary, Personal Assistant, Stenographer		Supervising Officer		
83.	Technical Staff BPS-05 to BPS-16		Sectional Head	Chairman/ Director	

**2.0** Reports on the Staff working directly in the offices of the Vice-Chancellor, Dean, Registrar /Treasurer will be initiated by them.

**2.1 Officers holding Charge of two posts:**

There is no harm in having two reports on an officer for the same period when he has performed two different jobs. When a question arises as to which of the report is to be accepted while considering the merit of the officer, preference will be given to the PER concerning his designated post.

**2.2 Re-employed Officer(s):**

In case of re-employed Officer(s)/Official(s) must also be reported upon and medically examined like other officers/officials of the University. Based on their Performance Evaluation Report their period of re-employment may be extended or terminated.

**2.3 Report of Person on Deputation:-**

The Performance Evaluation Report will be written by the Borrowing Authority. These organizations will decide about the initiating authority and the channel of submission. But in the case of University employee deputed to work under a private firm, no Evaluation Report has to be written on his work by the private firm.

**2.4 Authorities for Initiation/Countersigning and expunction of adverse remarks in respect of Officers/Officials of the University**

Authority next above the 1<sup>st</sup> or 2<sup>nd</sup> Countersigning Authority as the Case maybe

**2.5 Officers who have worked for less than three months with Reporting Officer:**

The question of recording of an evaluation report in respect of officer who may not have worked with a Reporting Officer for a minimum period of three months during a year has been considered. In such cases, the Countersigning Officer may obtain separate reports from each of the Reporting Officer(s) with whom the officer concerned has worked during the year. After examining their reports, he may exercise his discretion to decide which of these reports should be accepted. Alternatively, he may write the report the report by himself after examining the reports of the Reporting Officers with whom the officer concerned worked during the year.

If an officer under different Reporting Officer(s) spends major period in a calendar year for less than three months on each occasion, the above-mentioned instruction will apply. In cases where a major period the calendar year is covered by regular report, the Performance Evaluation Report for a period of less than three months is not required to be initiated.

**2.6 More than one Countersigning Officers:**

Where there are more than one Countersigning Officer during a year, the one who has seen the performance of his subordinates for the major part of the year is entitled to countersign their evaluation reports.

**2.7 Officers under suspension/absent from duty:**

There is no need to record an evaluation report on an officer/official for the period during which he remained under suspension or absent from duty.

**2.8 Writing/Countersigning of PERS by Officer under suspension**

**(i)** Officers under suspension are not allowed to write or countersign the PERs of their subordinates during the period of their suspension.

**2.9 Political figures who cease to hold their office** are not allowed to write or countersign Performance Evaluation Report on their subordinate.

### **3.0 Other Officers retired compulsorily**

- (i) Officers compulsorily retired under Efficiency and Discipline Statutes or on completing twenty five years' service, or under FR 10-A may not be allowed to write or countersign the PERs of their subordinates.
- (ii) Officers retired compulsorily under Efficiency and Discipline Statutes or on completing twenty five years of service or under FR 10 should not be allowed to write or countersign the PERs of their subordinates. Officers can write PERs during the leave preparatory to retirement such officers, if allowed leave preparatory to retirement, should not be allowed to write or countersign PERs of their subordinates.

### **3.1 Character Roll:**

A face-sheet should be inserted at the beginning of each character Roll giving the following information:-

1. Name and designation
2. Father's Name
3. Date of birth
4. Qualification
5. Place of Domicile
6. Place where immovable property, if any, is held.

- (i) Forms for the writing of reports have been prescribed in appendixes "A to K". The report should be written on one of these forms according to the nature of the post held by the University employees reported upon.
- (ii) The report if written in hand should be legible; the name and designation of the reporting officer should be clearly written in block letters or typed under the signatures. The date on which the report is signed should also be mentioned.

3.2 The officer being reported upon would be required to fill in the Name/Designation of their Reporting and Countersigning Officers and dispatch the certificate to the officer-in-charge entrusted with the maintenance of their evaluation records on the same date the PER is forwarded to the Reporting Officer. A copy of the certificate may be retained by the officer being reported for his own record.

It shall enable the controlling Departments / Sections to ensure follow up and prompt retrieval of PERs from the Reporting as well as Countersigning Officers.

The guidelines for filling up the PERs have been printed on the reverse page of the PER Proforma.

**3.3 Reporting by Relations:**

Whenever a Reporting Officer is a relative of the officer reported upon, this fact should invariably be mentioned in the evaluation report and he should submit the case to the higher officer for writing of report without recording his remarks.

**3.4 Report on Integrity:**

Integrity is the most important trait of character of a University employee. It should be assessed without fear or favour. The report should not be vague, but definite. An officer may be reasonably believed to be corrupt, if

- (a) He has a general and persistent reputation of being corrupt; or
- (b) Any of his dependents or any other person through him or on his behalf is in possession of pecuniary resources or property disproportionate to his own sources of income or which he cannot account for satisfactorily; or

**Explanation:** The dependents will include wife/wives, children, stepchildren, parents, sisters and minor brothers, residing with and wholly dependent on the reported officer.

- (c) He has assumed a style of living beyond his means. If any official dabbles in politics, it should be specifically brought out in the general remarks.

**3.5 Action in case of Inquiry, warning or Communication of Displeasure:**

If a formal inquiry is ordered against University employee during the year under report, the facts must be mentioned in the report. Similarly, final order passed as a result of the inquiry should also be placed on Character Roll.

A "Censure" or any other punishment imposed on University employee as a result of formal inquiry under the UET, Peshawar Efficiency and Discipline Statutes should also be placed on the Character Roll. Similarly, the result of an appeal, if filed, should also be reflected in the report.

- i. On initiation of disciplinary proceeding against an officer, a copy of original order/Show Cause Notice should be placed on his CR Dossier.
- ii. If an Officer is "exonerated" or some punishment is awarded, a copy of the final order should be placed on the dossier.

### **3.6 Warning/Counseling:**

Before recording adverse remarks in the PERs of a University employee, “warning” / counseling must be ensured in order to minimize litigations.

The following guidelines must be followed:

- a. Counseling shall be ensured in all cases before initiation an adverse report or grading the PERs;
- b. The officers who give adverse remarks without any solid grounds shall be personally held responsible for deviation from rules;
- c. Non-observance of the instructions amounts to misconduct and can attract disciplinary action;

### **3.7 Officers with average Reports:**

- (I) An Officer who is superseded or whose promotion is deferred comes to know about it automatically when his juniors are promoted to higher scale posts. He needs not, therefore, be informed of average reports, unless the Countersigning Officer decides otherwise. The cases of officers whose promotion is deferred may be reconsidered based on their PERs for the next year.
- II. Average; the assessment does not become adverse in nature and is, therefore, not be treated and processed as an adverse report.

### **3.8 Advisory remarks:**

Advisory remarks are not to be treated as adverse for the purpose of promotion unless it has been established that the officer concerned has not paid any heed to the piece of advice given to him and has failed to show any improvement. Advisory remarks communicated, cannot be represented.

### **3.9 Evaluation Reports, which are not in accordance with the instructions, should be returned by the higher authority to the Reporting Officer, for revision in compliance with these instructions.**

### **4.0 General Gradation of the PERS i.e. Satisfactory:**

The PERs/ synopsis of PERs do not reflect exact picture of the conduct/ service record of the University employees concerned. Besides, nothing is oftenly mentioned in the Performance Evaluation Reports/Synopsis about the communication or otherwise of the Countersigning Officers. It is also not indicated whether or not the same have been represented against and if so with what result. Despite clear instructions about the general gradation of the evaluation, the officers reported upon as “satisfactory” which does not convey a

clear picture and is in deviation of the laid down instructions on the subject.

In the light of the Shariat Appellate Bench of the Supreme Court:

The revised forms prescribed for the Performance Evaluation Report of officers already provides for separate entries on "Knowledge of Islam" and "Attitude towards Islamic Ideology". These entries would generally serve the purpose but where more specific material bearing on the questions reproduced at 'a' and 'b' in Para 1 comes to the knowledge of the Reporting and Countersigning Officers, it may be brought out in the pen picture by the Reporting or Countersigning Officer, as the case may be.

As far forms for PERs other than referred to above, those used in respect of officials who are holding posts in pay scale 16 and below, the require entry may be made, where necessary in the general remarks.

#### **4.1 Adverse Remarks:**

When a report is built on the individual opinion of the Reporting and Countersigning Officers, it is only the opinion as accepted by the latter which should be communicated.

- (i) All adverse remarks whether remediable or irremediable should be communicated in writing to the officer reported upon and copy of the communication placed in the dossier.
- (ii) Countersigning Officer should underline in red ink, remarks which, in his opinion, are adverse and should be communicated to the officer concerned.
- (iii) Remarks in cases where the countersigning or other higher officer suspends judgment should not be communicated.
  - (a) When adverse remarks are recorded in the Evaluation Report of any officer only a copy of the adverse entries should be furnished to him at the earliest opportunity, and in any case within one month from the date the report is countersigned, with a Demi Official (D.O) letter, a copy of which should be signed and returned by him in acknowledgement of the D.O letter. A serious view should be taken if any failure on the part of the official concerned to furnish adverse remarks of the officer reported upon, within the stipulated period. Nevertheless, the adverse remarks should be communicated to the officer concerned even at the belated stage.
  - (b) The officers making representation against adverse remarks recorded in their Evaluation reports should not make any personal remark or remarks against the integrity of the

Reporting Officer. Violation of this rule will be considered misconduct and will also render the representation liable to be summarily rejected.

- (iv) Any remarks to the effect that the officer reported upon has or has not taken steps to remedy the defects pointed out to him in previous year, should also be communicated.
- (v) The adverse remarks should be communicated by Registrar or an Officer authorized by him.
- (vii) An Evaluation report containing adverse remarks should not be taken into consideration until they have been communicated in writing to the officer concerned and decision taken on his representation, if any.

#### **4.2 Instructions regarding adverse remarks:-**

- (i) The presumption that if any adverse entry is not underlined in red ink, it is not to be communicated, is not quite in order. Marking in columns and "D" Below Average in format of BS-17/18 Form do create an unfavorable impression on the members of the Selection Committee/Board while scrutinizing the service record of an Officer/official. Unless an Officer/official is informed about such entries, he will remain in the dark without making any effort for improvement and yet to suffer for the adverse entries.
- (ii) Entries, which may tend to create an unfavorable impression about an Officer should be communicated even if the Reporting Officers or Countersigning Officers do not underline them in red ink.
- (iii) Under the existing instructions, remarks once recorded in evaluation report cannot be altered. If a Reporting/Countersigning Officer changes his views about the officer reported upon, the changed views can be incorporated only in the next year's report.

#### **4.3 Unlikely to progress further/unfit for further promotion:**

- (i) **Remarks Unlikely to progress further/unfit for further promotion,** in an evaluation report are adverse and should be communicated. The remarks should be considered as adverse and should be communicated to the officer reported upon.
- (ii) The remarks "Not yet fit for promotion, but likely to become fit in course of time" of the PER and under caption "Fitness for promotion" are to be treated as adverse in the case of an officer who fulfills the condition of length of service for promotion to the next higher grade. Such remarks should be considered as adverse in the case of an officer who fulfills the condition of length of service for promotion to the next higher grade and should be communicated to him.
- (iii) If an officer is adjudged unfit for continued retention in service such an entry should be treated as adverse and should be communicated to the officer concerned.

**4.4 Un-finalized Departmental Proceedings:**

In the case of an officer against whom departmental proceedings are in progress, no mention whatsoever should be made about it in his Performance Evaluation Report. Only when such proceedings have been finalized, and the punishment, if any, has been awarded/exonerated should be mentioned in his Evaluation Report. In such a case complete copy of the final order may be placed, as is usually done, on his Character Roll.

**4.5** There is no bar to a University employee being considered for promotion during the pendency of departmental proceedings against him. However, in such cases, a copy each of the charge sheet and the statement of allegations should be placed before the Selection Board or the Selection Committee.

**4.6** No mention whatsoever can be made about a departmental inquiry pending against an officer in the Evaluation Report. However, there should be no harm in mentioning about a criminal case pending against an officer in his Character Roll (C.R).

**4.7 Evaluation Report:**

If there are any adverse remarks in the Evaluation Reports prepared by Training Institution concerned on Officers who received training, Department/Section concerned will communicate them to the officer and place a copy of the letter on the Character Roll.

**4.8** Wherever adverse remarks are communicated to an Officer, no mention is made in the next year's report whether the officer concerned has or has not taken steps to remedy defects. This defeats the very purpose for which the system of communicating adverse remarks had been introduced.

**4.9** It is the responsibility of the departmental representative who attends the meetings of the Selection Board / Committee to appraise the Board / Committee whether or not any departmental proceedings are pending against the University employees whose cases are being considered by the Board / Committee. A serious view should be taken if the departmental representatives do not give this information to the Board / Committee and if later on it comes to notice that a University employee was promoted notwithstanding the fact the disciplinary proceedings were pending against him action should be taken against the dealing officials.

**5. Deputationists:**

The borrowing organization should communicate the adverse remarks to the Deputationists concerned and take further action thereon in accordance with the existing instruction on the subject. The borrowing organization should, however, keep the lending organization informed of the adverse remarks communicated to the Deputationists concerned during the period of his deputation, and of the decision of the

competent authority to expunge such remarks, by furnishing a copy each of such communications/orders to the lending organization.

**5.1 Punishment Orders:-**

Only a copy of the order awarding punishment should be placed in the Character Roll of the officer concerned. In case an appeal is filed, a note may be recorded on the copy of the punishment order filed in the Character Roll, stating the decision taken on the appeal, and reference to the relevant records

- i. On initiation of disciplinary proceedings against an officer, a copy of original order/Show Cause Notice should be placed on his CR Dossier.
- ii. If an officer is exonerated or some punishment is awarded, a copy of the final order should be placed on the Dossier.

**5.2 Timely Communication of Adverse Remarks:-**

The Countersigning Officer is required to underline in red ink, remarks which in his opinion are adverse and required to be communicated to the officer concerned. All adverse remarks whether remediable or irremediable are required to be communicated in writing to the Officer reported upon. The fact of communication must be recorded on the evaluation reports and a copy of the communication has to be placed in the C.R Dossier.

In order to retain and save the Evaluation Report System as a useful, open and dynamic system, rather than a hidden whip for harming the subordinates, it may please be ensured that:

- (i) All the officers working in the University in letter and spirit comply with "Instructions about Evaluation Reports". Unless there are justifiable or technical reasons to the contrary, the adverse remarks must be communicated without fail to persons concerned well before the end of June each year.
- (ii) Disciplinary action is invariably initiated against the defaulters in future under the University Efficiency and Discipline Statutes.
- (iii) Steps are taken to ensure that the Dossiers of the officers and staff working in University are thoroughly checked up to ensure that they contain no un-communicated adverse remarks otherwise steps be taken to communicate the same to all concerned expeditiously.
- (iv) No request for expunction of adverse remarks not communicated within prescribed period is either entertained or in future till such time responsibility for the same has been fixed and disciplinary action against the defaulter has been initiated/taken.
- (v) A certificate is furnished to the concerned Section not later than 30<sup>th</sup>June that all the adverse remarks recorded in the PERs of the

University employee working in University has been communicated to all concerned and no such case is pending.

- 5.3 In certain case adverse reports are not communicated to the concerned employee by the end of June. After expiry of years, when the case of promotion/up-gradation. of an employee comes up, the department instead of ignoring these remarks not only illegally expunge them in one stroke but also fail to comply with the other part of the aforesaid instructions i.e. Initiating disciplinary action against the defaulting authorities. This defeats the very purpose for which the Performance Evaluation Reports are written. Moreover, University employees who otherwise would have been superseded, get promotion to higher posts/cadres.
- 5.4 In light of the judgment of The Supreme Court of Pakistan adverse remarks recorded in Performance Evaluation Reports if communicated out of time shall not be ignored in the case of promotion/up-gradation. These would be ignored only if they were not communicated whether in time or out of time.
  - a. Direct all officers/officials and ensure that they contain no adverse entries which have not been communicated so far;
  - b. Take steps that un-communicated adverse entries, if any, are communicated to all concerned without any further loss of time.
  - c. Ensure that un-communicated adverse entries are not expunged at the belated stage, and
  - d. In case, any adverse entries relating to previous periods come to notice, disciplinary action should invariable be taken against those responsible for non-communication of adverse entries.
- 5.5 When a report consists of opinions of different departmental superiors in gradation, it is only the opinion as accepted by the highest Reporting Officer, which needs to be considered from the point of view of communication.
- 5.6 If the highest officer does not comment on any remarks of lower authority, it will be presumed that he has accepted it.
- 5.7 The adverse remarks should be communicated in a personal letter. It may also bring out Good points, if any.
- 5.8 **The adverse remarks shall be communicated in writing; a duplicate copy** with the acknowledgement of the officer concerned be kept on his record. The identity of the Reporting Officer should not be disclosed to the officer against whom an adverse report has been recorded.
- 5.9 If a person's integrity is adjudged as "**average**", it shall not be construed to be an adverse remark and shall not be communicated.
- 6.0 In case of retired Government servants communication of adverse remarks is not necessary if the pension has been sanctioned. In case,

however, the pension has not been sanctioned and the remarks are of serious nature, which pertain to integrity and are likely to result in reduction in pension then they should be communicated within the prescribed time limit and not otherwise.

#### **6.1 Action in case of recording adverse remarks by same Reporting Officer for two successive years:-**

In order to guard against personal like and dislikes, an official receiving adverse remarks for two successive years from the same Reporting Officer should be placed under another Reporting Officer.

#### **6.2 Representation for Expunction of Adverse Remarks**

- i. A person who is communicated adverse remarks can apply for the expunction of such remarks. But this should be done not later than one month from the date of receipt of communication. The representation must be made in temperate and dignified language and no allegations of personal and malicious nature should be made. Indiscreet and irresponsible allegations against Reporting Officers will result in disciplinary action.
- ii. The officers making **representation** against adverse remarks recorded in their Evaluation Reports should not make any personal remark or remarks against the integrity of the Reporting Officer. Violation of this rule will be considered misconduct and will also render the representation liable to be summarily rejected.
- iii. Comments of the Reporting/Countersigning Officers should be obtained only after the officer adversely reported upon has made a representation. These comments are means for the senior officers competent to take final decision on such representations. They are, in no case, to be divulged to the individual concerned before or after he has made a representation to avoid generating avoidable controversy between such officer/official and the Reporting Officer.
- iv. According to instructions only one representation against adverse remarks is allowed which should be submitted, if desired, by the officer concerned, within (thirty days), of the receipt of those remarks.

#### **6.3 Comments on Representation:-**

A reference on these points only should be made to the Reporting Officer/Countersigning Officer, giving him a reasonable time limit for reply. If no reply is received within the given time, it may be assumed that the officer has nothing to say against the points raised in the representation, which may then be disposed of by the Appellate Authority on its merits. Representations against adverse remarks recorded by officers, who have retired or have proceeded on L.P.R., should not ordinarily be referred to them for comments, unless the

representation contains certain points which, in the opinion of the Administrative Authority concerned, cannot be dealt with properly without inviting the views of the Reporting/Countersigning Officer. In no case, a reference in connection with representations against adverse remarks should be made to a Reporting/Countersigning Officer after one year of the date of his retirement or proceeding on leave preparatory to retirement.

#### **6.4 Revised Grading of expunged Remarks:-**

Under the existing promotion policy, the following columns are taken into account for quantification of an officer's PERs for his promotion to a higher grade:

- i. Integrity
- ii. Quality and Output of Work
- iii. General Assessment (Overall Grading).

In the case of a representation against adverse remarks, a competent authority while expunging these remarks does not revise their grading. It creates problem in the quantification of such reports. It has been decided that competent authority while allowing representation against adverse remarks would give his own assessment about the expunged entries.

#### **6.5 Review by the Successor Authority:-**

The adverse remarks in the Performance Evaluation Reports of officers have been expunged after the lapse of many years. In some cases the authorities who had the occasion to see the performance of the officers and were therefore, in an ideal position to determine whether the adverse remarks were justified had rejected the representations of the officers for expunction of remarks.

In spite of this, the successor authorities have reviewed the earlier decision and expunged the remarks spreading over a number of years in one sweep, thus giving rise to claims of Performa promotion. This is not a judicious exercise of the discretion vested in the expunging authorities and have decided that the officers adversely reported upon will continue to have only one right of making a representation and absolute finality would be attached to the decision taken thereon, whether in favour of the officer or against.

The decision on representation for expunction of adverse remarks should be taken expeditiously, within six months of the making representation. The orders of the expunging authority will not be subject to review by the successor authorities.

#### **6.6 Expunction of Adverse Remarks:-**

The competent authority for expunction of adverse remarks in the PERs of various categories of University employee

- i. All representation about expunction of adverse remarks will be made, to the authority next above the Countersigning Officer.
- ii. If the final authority dealing with a report, considers it to be biased or unjustified or inconsistent with the fact and decides that the entries should be expunged, then the adverse entries should be scored through, but not in such a way as to make them illegible. A marginal note should be added showing the file number and date of the orders by which the entry has been expunged. However, such a representation will not form part of Character Roll.
- iii. Under no circumstances should any entry in Evaluation Report be mutilated or papers physically removed from the file of Evaluation Reports.

#### **6.7 Safe Custody:-**

Except to the extent of communicating the remarks in accordance with the above instructions, the contents of the reports should not be divulged to the University employee concerned; in no case should an officer have access to his own reports. In order to guard against the evaluation reports being tampered with, the reports when filed in the Character Rolls will be page numbered in ink and entered in the index on first page after the face sheet prescribed in the form in Appendix

- i. No Reporting Officer/Countersigning Officer will hand over the Performance Evaluation Reports to the officer/official concerned **by hand** except its proper delivery in dealing Section under sealed cover with a proper covering letter.
- ii. The borrowing authorities should under no circumstances change the order in which the various Evaluation Reports have been filed and indexed on the first page or carry out any other alteration in the Character Roll. However, such documents should be returned immediately to the lending authority.
- iii. The same principle applies to borrowing authorities to which University employees are sent on deputation.
- iv. Reporting Officers as well as Countersigning Officers in some cases initiated revised reports on an officer with improved grading on the request of individual officer to substitute the Performance Evaluation Report written by them earlier. It clearly shows that some officers have access to their Evaluation Reports in violation of the existing instructions regarding security of classified documents/information in University.
- v. Appropriate action should be taken against such officers of the University found guilty of violation of these instructions.

- vi. The copies of synopsis of PERs have been found in access of irrelevant persons, which is against the instructions on the subject.

#### **6.8. Maintenance of Character Rolls:-**

The Character Rolls shall be maintained in duplicate except where specified otherwise. The University shall take a decision about each class or category of posts where the original and the duplicate copy shall be maintained. The original shall be maintained at a level where it is not required to be moved whereas, the duplicate copy may move, the appropriate authority, with each transfer of University employee.

#### **6.9. Honour / Award Entry in the PERS-**

In case an officer has received Honour/Award suitable entry should be made in Character Roll and a copy of citation placed in it. The order rewarding officers/officials in connection with their suggestions found useful and worth adopting, may be placed in the personal file and not in the Character Roll of the University employee concerned. The Reporting Officer should keep the fact in view and mention the same while recording Performance Evaluation Report. It is the duty of the Branch/Section concerned to bring to the notice of Reporting Officer, for the calendar year, that the person on whose work and conduct a report is to be written, has been rewarded by Government.

- 7.0.** No chits or certificates should be granted to the subordinates by any officer and the assessment of the work of University employee should be confined to the Performance Evaluation Report. Such chits / certificates, if still issued, will be ignored by University for any purpose.
- 7.1** The letters or notes of appreciation recorded by the Minister or any other higher officer may be filed in the Character roll of the officer if these relate to the work done by the officer concerned outside the normal sphere of duties. But if these pertain to the work connected with the normal duties; they must not be placed in the character roll but commented upon in the Performance Evaluation Report.
- 7.2** The photographs to be pasted on the folder attached to the forms for evaluation reports on gazetted officers should be furnished by the concerned officers, at their expenses.
- 7.3** The Reporting Officers may, if they like, to maintain a kutch register for keeping rough notes relating to the work of the subordinates including cases of outstanding good or poor work. This will avoid writing of reports based on vague impression and will make the reports more realistic and Character and will be easier to assess the performance of the subordinate from such memoranda and thus present a true picture in the report. This register will not be a permanent record but only be destroyed as soon it has out lived its utility.
- 7.4** The reports of officers detailed for training at various institutions will be placed on the Character Rolls of the officers. Similarly, the assessment

reports on the officers attending training courses shall also form part of their Character Rolls.

**7.5** A note may be recorded in respect of the periods for which reports do not exist in the Character Rolls, due to long leave, period less than three months, remained under suspension, on deputation with private firm or other causes, which should be stated in proper sequence of the filling of the reports.

**7.6 Preservation of Character Rolls:**

The Character Rolls of retired University employee should be maintained for ten years after retirement or up to the age of sixty-five years whichever is later. In the case of persons relieved from University Service otherwise than by retirement, the Character Rolls shall be retained at least for ten years, after the date of release from service. On the expiry of the prescribed period the Character Roll will be destroyed.

**7.7 Supply of Copies/Extracts from C.R CHARACTER ROLLS:-**

Supply of copies or extracts from Character Rolls is prohibited. It is however, permissible for the Vice-Chancellor who may be the final authority, having custody of the record to give the officers who have retired, a letter in which their final record is summed up.

**7.8 Writing/Countersigning of PERs by Retired Officers:-**

The question, whether a retired officer should write/countersign Performance Evaluation Reports on officers and staff, who worked under him prior to his retirement has been under consideration. In the case of University employees, who whether voluntary or on attaining the age of superannuation, should be asked to write/countersign reports, on the officers and staff who have worked under them for more than three months, before their retirement. If any officer proceeds on retirement without writing/countersigning the reports and cannot be contacted or fail to oblige despite repeated requests, the following procedure should be adopted:

- i. The officer who would have countersigned, had the report been initiated by the retired officer, should initiate the report, provided that he has seen the work of the officer reported upon, for a minimum period of three months. The next higher officer, if any, should countersign it.
- ii. If the report has already been initiated but the Countersigning Officer has retired/expired, the next higher officer, if any, should countersign, provided that he has personal knowledge of the work of the officer concern.
- iii. If both the initiating and the Countersigning Officers have retired/expired, the officer next higher than both of them, if any, should initiate and the next higher officer, if any, should countersign it. In such

cases both the initiating and Countersigning Officers must have personal knowledge of the work of the officer reported upon.

iv. In case the report cannot be initiated at all, a suitable note to this effect be recorded in the C.R dossier, if the report has been initiated but has not so far been countersigned, the reason, therefore, be recorded in respective Part of the PERS.

**7.9 Outstanding Assessment:-** The existing instructions regarding outstanding assessment.

(a) In case the Reporting/Countersigning Officer in rare cases wish to assess performance of an officer as "Outstanding" justification must be given in the PERS form as pointed out above in the absence of which an outstanding assessment would be treated as very good carrying only 8 marks.

(b) Any Reporting/Countersigning Officer may not assess more than 2 to 5% of the officers under them as "Outstanding".

**8.0 Filling up of PERs:-**

i. The Reporting Officer and Countersigning Officers should first read the instructions incorporated in the Performance Evaluation Reports forms and then to fill up the Performance Evaluation Reports in accordance with the instructions.

ii. The Selection Board/ Committee, while examining Performance Evaluation Reports in promotion/upgradation cases in its meeting held from time to time have also made the following observations:

- The Reporting/Countersigning Officer concerned should confine them to the Grading specified in the PERS forms, i.e. (Outstanding, Very Good, Good, Average, Below Average/ poor).
- When an officer reported upon is under enquiry, the report must indicate:-
  - The specific charges leveled against the Officer reported upon
  - The result of enquiry, i.e. whether he was exonerated or a penalty (to be specified) was imposed on him, may invariably be mentioned in the PERS.
- Adverse remarks should always be underlined with Red ink by the Countersigning Officer and reflected in the synopsis under the relevant column.
- The words authority "Adverse remarks expunged" are written. The authority must indicate the nature and contents of the expunged adverse remarks so that it could be known whether those pertained to the integrity or otherwise of the officer concerned. If may also be

insured that adverse remarks are not expunged at a belated stage i.e. after expiry of the prescribed period.

**8.1 PERS of Class-IV Employees who are Matriculate:-**

Performance Evaluation Reports of all those Class-IV employees who possess/acquire matriculation before joining the service or during the service will be recorded. The Performance Evaluation Reports will be taken into account while making their promotion to the post of Junior Clerks against 33% quota.

**8.2 Annual Medical Examination of Officers:-**

All the University employees should be medically examined every year and the report of such examination be attached with the Performance Evaluation Reports /service record of the officer.

The Report will be disclosed to the officer. If he contests the medical category assigned to him by the Medical Officer conducting the medical examination he may appear before a Medical Board.

An officer who is completely incapacitated and placed in "C" category would still be given such treatment as may be possible Jobs University will consider the medical report while considering particular appointment.

The intention is to ensure that officer is fit and as such all Grade-17 and above officers including those re-employed after retirement, should be medically examined annually.

**8.3 Maintenance of Medical Rolls with the CR Dossier:-**

Annual Medical Reports in respect of all Grade-17 and above officers are required to be placed in the C.R. Dossier of the officers concerned.

Therefore, the Medical Reports should be placed in a separate folder attached with the C.R. Dossiers of the Officer.

**8.4 Character Roll of Retired Officer:- The Character Rolls may not be given to the retired officers.**

**8.5. Character Rolls of University employees no longer in service:-**

In case of death or resignation of officers, the Character Rolls may be preserved for five years after their death or resignation and in other cases for ten years after their retirement, compulsory retirement, removal discharge or dismissal from service.

#### **8.6 Affixing of photographs on Character Roll:-**

Photographs should be replaced after every ten years. It may be ensured that the latest photographs of all employees are affixed immediately to their Character Roll Dossiers.

In case of female option will be available either to supply or not to supply their photographs for the purpose. In respect of employees who do not like to supply their photographs, a certificate that they observe purdah will have to be furnished by them.

**UNIVERSITY OF ENGINEERING & TECHNOLOGY, PESHAWAR**  
**PERFORMANCE EVALUATION REPORT OF PROFESSOR**  
**FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_**

Name \_\_\_\_\_

Qualification \_\_\_\_\_ Date Employed \_\_\_\_\_

Department \_\_\_\_\_ Period in Present Employment \_\_\_\_\_

Read the factor Description carefully. Consider each Factor separately. Do not allow your judgment on one Factor to influence on the other.

**The form is to be filled by the Head of Department and countersigned by Dean.**

FACTOR	PERFORMANCE & COMMENTS						RATING
<b>1. Teaching Quality</b>  (Upto-date Knowledge of subject matter; use the effective instructional methods; good results)	Unsatisfactory	Fair	Satisfactory	Good	Excellent	Outstanding	
	0 - 4	5 - 8	9 - 12	13 - 16	17 - 20	21 - 25	
	<b>Comments:</b>						
<b>2. Volume of Work</b>  (Handling of teaching load; completed research projects, publications).	Unsatisfactory	Fair	Satisfactory	Good	Excellent	Outstanding	
	0 - 4	5 - 8	9 - 12	13 - 16	17 - 20	21 - 25	
	<b>Comments:</b>						
<b>3. Versatility</b>  (Interest in intra & extra-curriculum activities of Students Guidance interest in educational problems; contributions in University meetings; participation in Seminars and Conferences healthy moral influence on students).	Unsatisfactory	Fair	Satisfactory	Good	Excellent	Outstanding	
	0 - 2.5	2.6 - 5	5.1 - 7.5	7.6 - 10	10.1 - 12.5	12.6 - 15	
	<b>Comments:</b>						

FACTOR	PERFORMANCE & COMMENTS						RATING						
4. Initiative.  (Self-improvement; enhancing: personal skills developing effective teaching methods; contribution to healthy atmosphere in University non-instructional service to University Community)	Unsatisfactory	Fair	Satisfactory	Good	Excellent	Outstanding							
	0 – 2.5	2.6 – 5	5.1 – 7.5	7.6 – 10	10.1 – 12.5	12.6 - 15							
	<b>Comments:</b>												
5. Team Work  (Effective working relation with Colleagues superiors & subordinates promotion of team work among students.)	Unsatisfactory	Fair	Satisfactory	Good	Excellent	Outstanding							
	0 – 1.6	1.7 – 3.2	3.3 – 4.8	4.9 – 6.4	6.5 – 8.0	8.1 - 10							
	<b>Comments:</b>												
6. Dependability.  (Working commitment ability to give output of assigned quality and quantity.)	Unsatisfactory	Fair	Satisfactory	Good	Excellent	Outstanding							
	0 – 1.6	1.7 – 3.2	3.3 – 4.8	4.9 – 6.4	6.5 – 8.0	8.1 - 10							
	<b>Comments:</b>												
7. Knowledge of Islam	Whether the person concerned has any tendency against the tenets of Islam; OR  Whether there is any outstanding feature in his conduct or character indicating Islamic way of life.												
<b>Total of factor Rating</b>													
<b>Supplementary Comments</b>													
<b>Potential for Development;</b> <b>Is he ready for higher level responsibilities?</b> <b>Does he require additional training or experience?</b> <b>(Explain nature of training/experience).</b>													
<b>Staff Members remarks (Optional)</b>													

**Prepared and Countersigned by**

**Vice-Chancellor**

**Dated** \_\_\_\_\_

**UNIVERSITY OF ENGINEERING & TECHNOLOGY, PESHAWAR**  
**PERFORMANCE EVALUATION REPORT OF LECTURER / ASSISTANT**  
**PRODESSOR/ ASSOCIATE PROFESSOR FOR THE PERIOD**  
**FROM \_\_\_\_\_ TO \_\_\_\_\_**

**Name** \_\_\_\_\_

**Qualification** \_\_\_\_\_ **Date Employed** \_\_\_\_\_

**Department** \_\_\_\_\_ **Period in Present Employment** \_\_\_\_\_

Read the factor Description carefully. Consider each Factor separately. Do not allow your judgment on one Factor to influence on the other.

**The form is to be filled by the Head of Department and countersigned by Dean.**

FACTOR	PERFORMANCE & COMMENTS						RATING
<b>1. Teaching Quality</b> (Upto-date Knowledge of subject matter; use the effective instructional methods; good results)	Unsatisfactory	Fair	Satisfactory	Good	Excellent	Outstanding	
	0 - 4	5 - 8	9 - 12	13 - 16	17 - 20	21 - 25	
	<b>Comments:</b>						
<b>2. Volume of Work</b> (Handling of teaching load; completed research projects, publications).	Unsatisfactory	Fair	Satisfactory	Good	Excellent	Outstanding	
	0 - 4	5 - 8	9 - 12	13 - 16	17 - 20	21 - 25	
	<b>Comments:</b>						
<b>3. Versatility</b> (Interest in intra & extra-curriculum activities of Students Guidance interest in educational problems; contributions in University meetings; participation in Seminars and Conferences healthy moral influence on students).	Unsatisfactory	Fair	Satisfactory	Good	Excellent	Outstanding	
	0 - 2.5	2.6 - 5	5.1 - 7.5	7.6 - 10	10.1 - 12.5	12.6 - 15	
	<b>Comments:</b>						

FACTOR	PERFORMANCE & COMMENTS						RATING						
<b>4. Initiative.</b>  (Self-improvement; enhancing: personal skills developing effective teaching methods; contribution to healthy atmosphere in University non-instructional service to University Community)	Unsatisfactory  0 – 2.5	Fair  2.6 – 5	Satisfactory  5.1 – 7.5	Good  7.6 – 10	Excellent  10.1 – 12.5	Outstanding  12.6 - 15							
	<b>Comments:</b>												
<b>5. Team Work</b>  (Effective working relation with Colleagues superiors & subordinates promotion of team work among students.)	Unsatisfactory  0 – 1.6	Fair  1.7 – 3.2	Satisfactory  3.3 – 4.8	Good  4.9 – 6.4	Excellent  6.5 – 8.0	Outstanding  8.1 - 10							
	<b>Comments:</b>												
<b>6. Dependability.</b>  (Working commitment ability to give output of assigned quality and quantity.)	Unsatisfactory  0 – 1.6	Fair  1.7 – 3.2	Satisfactory  3.3 – 4.8	Good  4.9 – 6.4	Excellent  6.5 – 8.0	Outstanding  8.1 - 10							
	<b>Comments:</b>												
<b>7. Knowledge of Islam</b>	Whether the person concerned has any tendency against the tenets of Islam; OR  Whether there is any outstanding feature in his conduct or character indicating Islamic way of life.												
<b>Total of factor Rating</b>													
<b>Supplementary Comments</b>													
<b>Potential for Development;</b> <b>Is he ready for higher level responsibilities?</b> <b>Does he require additional training or experience?</b> <b>(Explain nature of training/experience).</b>													
<b>Staff Members remarks (Optional)</b>													

Prepared by

Countersigned by

Head of Department

Dean

Dated \_\_\_\_\_

Dated \_\_\_\_\_

## ANNEXURE C

FOR OFFICERS IN BPS 19 & ABOVE

**CONFIDENTIAL**

### UNIVERSITY OF ENGINEERING & TECHNOLOGY, PESHAWAR

DEPARTMENT/SECTION \_\_\_\_\_ SERVICE/GROUP \_\_\_\_\_

#### **PERFORMANCE EVALUATION REPORT**

For the Period \_\_\_\_\_ 20 \_\_\_\_\_ To \_\_\_\_\_ 20 \_\_\_\_\_

#### **PART - I**

*(TO BE FILLED IN BY THE OFFICER REPORTED UPON)*

1.	Name (in block letters)	
2.	Father's Name	
3.	CNIC No.	
4.	Date of birth	
5.	Date of entry in service	
6.	Post held during the period (with BPS)	
7.	Academic qualifications	
8.	Knowledge of languages	(Please Indicate proficiency in speaking (S), reading (R) and writing (W))
	_____ _____ _____ _____	

7. Training received during the evaluation period

Name of course attended	Duration with dates		Name of Institution and country
	From	To	

8. Period served

(I) In present post \_\_\_\_\_

(ii) Under the reporting officer \_\_\_\_\_

**PART – II**  
**(TO BE FILLED IN BY THE OFFICER REPORTED UPON)**

10. Job description

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2. Brief account of achievements during the period supported by statistical data where possible. Targets given and actual performance against such targets should be highlighted. Reasons for shortfall, if any, may also be stated.

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**PART – III**  
**(REPORTING OFFICER'S EVALUATION)**

1. Please comment on the officer's performance on the job as given in Part II (2) with special reference to his knowledge of work, ability to plan, organize and supervise, analytical skills, competence to take decisions and quality and quantity of output. How far was the officer able to achieve the targets? Comment on the officer's contribution, with the help of statistical data, if any, in the overall performance of the institution. Do you agree with what has been stated in Part II (2)?

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2. Integrity (Morality, uprightness and honesty)

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3. Pen picture including the officer's strengths and weaknesses with focus on emotional stability, ability to work under pressure, communication skills and interpersonal effectiveness (Weakness will not be considered as adverse entry unless intended to be treated as adverse).

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4. Area and level of professional expertise with suggestions for future posting

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5. Training and development needs

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6. Overall grading

Outstanding	Very Good	Good	Average	Below Average
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7. Fitness for promotion

Comment on the officer's potential for holding a higher position and additional Responsibilities

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Name of the Reporting Officer: \_\_\_\_\_ Designation: \_\_\_\_\_  
(Capital letters)

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **PART – IV**

**(REMARKS OF THE COUNTERSIGNING OFFICER)**

1. How often have you seen the work of the officer reported upon?

Very Frequent	Frequently	Rarely	Never
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2. How well do you know the officer? If you disagree with the assessment of the reporting officer, please give reasons.

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3. Overall grading

Outstanding	Very Good	Good	Average	Below Average
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4. Recommendation for promotion

(Comment on the officer's potential for holding a higher position and additional responsibilities).

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## 5. Evaluation of the quality of assessment made by the Reporting Officer

## Exaggerated

Fair

Biased

Name of the Countersigning Officer: \_\_\_\_\_ Designation: \_\_\_\_\_  
(Capital letters)

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **PART – V**

**(REMARKS OF THE SECOND COUNTERSIGNING OFFICER (IF ANY))**

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Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_

## **GUIDELINES FOR FILLING UP THE PER**

- After initiation of their PER, the officers under report should immediately fill-up the detachable 'Certificate' giving names of the RO/CO and forward the same to the Officer In-charge of their respective confidential records. This exercise will ensure proper follow-up of the pending performance evaluation reports by the concerned Department / Section etc.
- Forms should be filled in duplicate. Part I and II are to be filled by the officer under report and should be typed. Part III will be filled by the Reporting Officer while the Countersigning / Second Countersigning Officers will fill Parts IV and V respectively.
- Each Department, Section and office etc, is required to prepare specific job descriptions giving main duties of each job to be mentioned in Part-II (I). The job descriptions may be finalized with the approval of the Competent Authority or any person authorized by him.
- The officer under report should fill Part II (2) of the form as objectively as possible and short term and long term targets should be determined / assigned with utmost care. The targets for each job may be formulated at the beginning of the year wherever possible. In other cases, the work performed during the year needs to be specifically mentioned.
- Assessment by the Reporting Officers should be job-specific and confined to the work done by the officer during the period under report. They should avoid giving a biased or evasive assessment of the officer under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by them.
- The Reporting Officers should carry out their assessment in Part III through comments against each characteristic. Their opinions should represent the result of careful consideration and objective assessment so that, if called upon, they could justify the remarks/comments. They may maintain a record of the work done by the subordinates in this regard.
- The Reporting Officers should be careful in giving the overall and comparative grading. Special care should be taken so that no officer is placed at an undue disadvantage.
- The Countersigning Officers should weigh the remarks of the RO against their personal knowledge of the officer under report, compare him with other officers of the same grade working under different Reporting Officers, but under the same Countersigning Officers, and then give their overall assessment of the officer. In case of disagreement with the assessment done by the Reporting Officer, specific reasons should be recorded by the Countersigning Officers in Part IV (2).
- The Countersigning Officers should make an unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased. This would evoke a greater sense of responsibility from the reporting officers.
- The Countersigning Officers should underline, in red ink, remarks which in their opinion are adverse and should be communicated to the officer reported upon. All adverse remarks whether remediable or irremediable should be communicated to the officer under report, with a copy of communication placed in the CR dossier. Reporting Officers should ensure that they properly counsel the officer under report before adverse remarks are recorded.
- The Reporting and Countersigning Officers should be clear, direct, objective and unambiguous in their remarks. Vague impressions based on inadequate knowledge or isolated incidents should be avoided.
- Reports should be consistent with the pen picture, overall grading and comparative grading.

## **IMPORTANT**

- Part I and II of the PER should be duly filled and dispatched to the Reporting Officer not later than the 15<sup>th</sup> of January. The ROs should forward the report to the Countersigning Officer within two weeks of receipt after giving their views in Parts III. The COs should then finalize their comments in Part IV within two weeks of receipt of PER. The Second Countersigning Officers, if any, should also complete their assessment within a period of two weeks.
- Name and designation of Reporting / Countersigning Officers should be clearly written. Comments should be legible and in the prescribed format and which can be easily scanned.
- Personnel Number is to be filled in by the officer under report, if allotted.
- Comparative grading only applies to officers falling in very good, good and average categories. This grading would not apply to anyone falling in below average category in Part III (6).

**ANNEXURE D****FOR OFFICERS IN BPS 17 & 18****CONFIDENTIAL****UNIVERSITY OF ENGINEERING & TECHNOLOGY, PESHAWAR**

DEPARTMENT/SECTION \_\_\_\_\_ SERVICE/GROUP \_\_\_\_\_

**PERFORMANCE EVALUATION REPORT**

For the Period \_\_\_\_\_ 20 \_\_\_\_\_ To \_\_\_\_\_ 20 \_\_\_\_\_

**PART – I***(TO BE FILLED IN BY THE OFFICER REPORTED UPON)*

1.	Name (in block letters)	
2.	Father's Name	
3.	CNIC No.	
4.	Date of birth	
5.	Date of entry in service	
6.	Post held during the period (with BPS)	
7.	Academic qualifications	
8.	Knowledge of languages	(Please Indicate proficiency in speaking (S), reading (R) and writing (W))
<hr/>		

## 7. Training received during the evaluation period

Name of course attended	Duration with dates		Name of Institution and country
	From	To	

## 8. Period served

(ii) Under the reporting officer \_\_\_\_\_

(I) In present post \_\_\_\_\_



**PART – II**  
**(TO BE FILLED IN BY THE OFFICER REPORTED UPON)**

**10. Job description**

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2. Brief account of achievements during the period supported by statistical data where possible. Targets given and actual performance against such targets should be highlighted. Reasons for shortfall, if any, may also be stated.

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**PART – III**  
**(EVALUATION BY THE REPORTING OFFICER)**

The rating in Part III should be recorded by initiating the appropriate box. The ratings denoted by alphabets are as follows:

'A1' Outstanding, 'A' Very Good, 'B' Good, 'C' Average, 'D' Below Average

For uniform interpretation of qualities, two extreme shades are mentioned against each quality.

		A1	A	B	C	D	
1.	Intelligence Exceptionally bright; excellent comprehension						Dull; slow
2.	Confidence and will power Exceptionally confident and resolute						Uncertain; hesitant
3.	Acceptance of responsibility Always prepared to take on responsibility even in difficult cases						Reluctant to take on responsibility; will avoid it whenever possible
4.	Reliability under pressure Calm and exceptionally reliable at all times						Confused and easily flustered even under normal pressure
5.	Financial responsibility Exercises due care and discipline						Irresponsible
6.	Relations with i) Superiors Cooperative and trusted						Un-cooperative
	ii) Colleagues Works well in a team						Difficult colleague
	iii) Subordinates Courteous and effective encouraging						Discourteous and intolerant;
7.	Behaviour with public Courteous and helpful						Arrogant, discourteous and indifferent
8.	Ability to decide routine matters Local and decisive						Indecisive; vacillating
9.	Knowledge of relevant laws, rules, regulations, instructions and procedures Exceptionally well informed, keeps abreast of latest developments.						Reluctant to take on responsibility; will avoid it whenever possible

**PART – IV**  
**(REPORTING OFFICER'S EVALUATION)**

1. Please comment on the officer's performance on the job as given in Part-II (2) with special reference to knowledge of work, quality and quantity of output. How far was the officer able to achieve targets? Do you agree with what has been stated in Part-II (2)?

2. Integrity (Morality, uprightness and honesty)

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3. Pen picture with focus on the officer's strengths and weaknesses not covered in Part-III (Weakness will not be considered as adverse entries unless intended to be treated as adverse).

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4. Special aptitude

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5. Recommendations for future training

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6. Overall grading

		Exaggerated	Countersigning Officer
(i)	Outstanding		
(ii)	Very Good		
(iii)	Good		
(iv)	Average		
(v)	Below Average		

7. Fitness for promotion

		Reporting Officer	Countersigning Officer
(i)	Fit for promotion		
(ii)	Recently promoted/appointed. Assessment premature		
(iii)	Not yet fit for promotion		
(iv)	Unlikely to progress further		

Name of the reporting officer: \_\_\_\_\_  
(Capital letters)

Signature: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_

**PART – V**  
*(REMARKS OF THE COUNTERSIGNING OFFICER)*

1. How well do you know the officer? If you disagree with the assessment of the reporting officer, please give reasons.

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2. Evaluation of the quality of assessment made by the reporting officer

<input type="checkbox"/> Exaggerated	<input type="checkbox"/> Fair	<input type="checkbox"/> Biased
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Name of the Countersigning officer: \_\_\_\_\_  
(Capital letters)

Signature: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_

**PART – VI**  
*REMARKS OF THE SECOND COUNTERSIGNING OFFICER (IF ANY)*

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_

## **GUIDELINES FOR FILLING UP THE PER**

- After initiation of their PER, the officers under report should immediately fill-up the detachable 'Certificate' giving names of the RO/CO and forward the same to the Officer in-charge of their respective confidential records. This exercise will ensure proper follow-up of the pending performance evaluation reports by the concerned Department / Section etc.
- Forms should be filled in duplicate. Part I and II are to be filled by the officer under report and should be typed. Part III will be filled by the Reporting Officer while the Countersigning / Second Countersigning Officers will fill Parts IV and V respectively. The ratings in Part III should be recorded by initiating the appropriate box.
- Each Department, Section and office etc, is required to prepare specific job descriptions giving main duties of each job to be mentioned in Part-II (I). The job descriptions may be finalized with the approval of the Competent Authority or any person authorized by him.
- The officer under report should fill Part II (2) of the form as objectively as possible and short term and long term targets should be determined / assigned with utmost care. The targets for each job may be formulated at the beginning of the year wherever possible. In other cases, the work performed during the year needs to be specifically mentioned.
- Assessment by the Reporting Officers should be job-specific and confined to the work done by the officer during the period under report. They should avoid giving a biased or evasive assessment of the officer under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by them.
- The Reporting Officers should support their assessment in Part IV through comments against each characteristic. Their opinions should represent the result of careful consideration and objective assessment so that, if called upon, they could justify the remarks/comments. They may maintain a record of the work done by the subordinates in this regard.
- The Countersigning Officers should weigh the remarks of the RO against their personal knowledge of the officer under report and then give their assessment in Part V. In case of disagreement, the
- Countersigning Officers should give specific reasons in Part V. Similarly, if the countering Officers differ with the grading or remarks given by the Reporting Officer in part III, they should score it out and give their own grading by initiating the appropriate box.
- The Countersigning Officers should underline, in red ink, remarks which in their opinion are adverse and should be communicated to the officer reported upon. All adverse remarks whether remediable or irremediable should be communicated to the officer under report, with a copy of communication placed in the CR dossier. Reporting Officers should ensure that they properly counsel the officer under report before adverse remarks are recorded.
- The Reporting and Countersigning Officers should be clear, direct, objective and unambiguous in their remarks. Vague impressions based on inadequate knowledge or isolated incidents should be avoided.
- Reports should be consistent with the pen picture, overall grading and comparative grading.

## **IMPORTANT**

- Part I and II of the PER should be duly filled and dispatched to the Reporting Officer not later than the 15<sup>th</sup> of January. The ROs should forward the report to the Countersigning Officer within two weeks of receipt after giving their views in Parts III. The COs should then finalize their comments in Part IV within two weeks of receipt of PER. The Second Countersigning Officers, if any, should also complete their assessment within a period of two weeks.
- Name and designation of Reporting / Countersigning Officers should be clearly written. Comments should be legible and in the prescribed format and which can be easily scanned.
- Personnel Number is to be filled in by the officer under report, if allotted.

## **ANNEXURE E**

**Performance Evaluation**  
**Report Form for Office Assistant BS-16**

### **UNIVERSITY OF ENGINEERING & TECHNOLOGY, PESHAWAR**

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(Department)

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(Name of Service)

**ANNUAL**

**SPECIAL**

REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_

#### **PART I**

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1. Name (in block letters) \_\_\_\_\_
2. Father's Name \_\_\_\_\_
3. Designation \_\_\_\_\_
4. Academic Qualification \_\_\_\_\_
5. Date of Birth \_\_\_\_\_
6. Length of Service \_\_\_\_\_
7. Knowledge of Languages \_\_\_\_\_
8. Special training \_\_\_\_\_

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Posts held during the period

<b>Post</b>	<b>Period</b>	<b>Pay</b>

## PART II

**The rating should be recorded by initialing the appropriate column or box. The rating denoted the alphabets as follows:**

‘A1’= Very Good ‘A’=Good ‘B’ =Average ‘C’ =Below Average ‘D’ =Poor

Alertness	A1	A	B	C	D	Remarks
1. Intelligence and mental alertness						
2. Judgment and sense of proportion						
3. Initiative and drive						
4. Power of expression						
(a) Writing						
(b) Speech						
5. Ability to plane organize and supervise work						
6. Quality and output of work						
7. Perseverance and devotion to duty						
8. Capacity to guide and train subordinates						
9. Co-operation and tact						
10. Integrity						
(a) Intellectual						
(b) Moral						
11. Sense of responsibility						
(a) General						
(b) In financial matters						
12. Personality						

13	Behavior with public	Is modest and helpful	<input type="checkbox"/>	is inclined to be arrogant	<input type="checkbox"/>
14	Standard of living	Lives within known means of income	<input type="checkbox"/>	Reported to be living beyond known means of income	<input type="checkbox"/>
15	Observance of security Measures	Takes reasonably good care	<input type="checkbox"/>	Inclined to be negligent	<input type="checkbox"/>
16	Punctuality	Punctual	<input type="checkbox"/>	Unpunctual	<input type="checkbox"/>

### PART III

Comparing him with other officers of the same grade, give your general assessment of the officer by initialing the appropriate column below:-

Very Good	Good	Average	Below Average	Poor	Remarks on special aptitude, if any, e.g., for Secretariat, Executive, Judicial, Development or diplomatic work

### FITNESS FOR PROMOTION

(Initial the appropriate box below)

Recommended for accelerated promotion

Fit for promotion

Recently promoted, assessment for the further promotion premature

Not yet fit for promotion, but likely to become fit in course of time

Unfit for further promotion, has reached his ceiling

### Pen Picture

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Reporting Officer's Signature: \_\_\_\_\_

Name (in block letters) : \_\_\_\_\_

Dated \_\_\_\_\_ 20 \_\_\_\_\_

Designation \_\_\_\_\_

### PART IV

Remarks of the 1<sup>st</sup> Countersigning Officer

I consider that the assessment made by the Reporting Officer is very good/reasonably good/strict/lenient biased.

\*The remarks underlined in red ink should be communicated in writing. I have the following remarks to add:-

Countersigning Officer's Signature: \_\_\_\_\_

Name (in block letters) : \_\_\_\_\_

Dated \_\_\_\_\_ 20 \_\_\_\_\_

Designation \_\_\_\_\_

**ANNEXURE F****UNIVERSITY OF ENGINEERING AND TECHNOLOGY, PESHAWAR**

(Department)

**OFFICE SUPERINTENDENT**

(Name of Service)

**PERFORMANCE EVALUATION REPORT**

FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_

**PART-I**

1. Name: Mr. (a) Father Name Mr.
2. Designation Office Superintendent (BPS-17)
3. Academic Qualifications \_\_\_\_\_
4. Date of Birth \_\_\_\_\_
5. Total Service \_\_\_\_\_
6. Knowledge of Languages \_\_\_\_\_
7. Special training \_\_\_\_\_

## Post held during the period

Post	Period	Pay

**PART-II**

The ratings should be recorded by initiating the appropriate column or box. The rating denoted by the alphabets as follows:-

'AI' = Very Good      'A' = Good      'B' = Average    'C' = Below Average    'D' = Poor

	Alertness	AI	A	B	C	D	Remarks
(1)	Intelligence and mental alertness						
(2)	Judgment and sense of proportion						
(3)	Initiative and drive						
(4)	Power of expression:-						
	(a) Writing						
	(b) Speech						
(5)	Ability to plan, organize and supervise work						
(6)	Quality and output of work						
(7)	Perseverance and devotion to duty						
(8)	Capacity to guide and train subordinates						
(9)	Cooperation and tact						
(10)	Integrity						
	(a) Intellectual						
	(b) Moral						
(11)	Sense of responsibility:-						
	(a) General						
	(b) In financial matter						
(12)	Personality						

(13)	Behavior with public	Is modest helpful? <input type="checkbox"/>	Is inclined to be arrogant? <input type="checkbox"/>
(14)	Standard of living	lives within known means of income <input type="checkbox"/>	Reported to be living beyond known means of income <input type="checkbox"/>
(15)	Observance of security measures	Takes reasonably good care <input type="checkbox"/>	inclined to be negligent <input type="checkbox"/>
(16)	Punctuality	Punctual <input type="checkbox"/>	In punctual <input type="checkbox"/>
(17)	Touring	Adequate and Systematic <input type="checkbox"/>	Inadequate or unsystematic <input type="checkbox"/>

### PART-III

Comparing him with other officers of the same grade, give your general assessment of the officer by initiating the appropriate column below:

Very Good	Good	Average	Below average	Poor	Remarks on special aptitude, if any,

### **FITNESS FOR PROMOTION** (Initial the appropriate box below)

Recommended for accelerated promotion

Fit for promotion

Recently promoted, assessment for further promotion premature.

Not yet fit for promotion, but likely to become fit in course of time.

Unfit for further promotion, has reached his ceiling.

### **Pen Picture**

Reporting Officers Signature \_\_\_\_\_

Name (in block letters) \_\_\_\_\_

Designation \_\_\_\_\_

### PART-IV

#### **Remarks of the 1<sup>st</sup> Countersigning Officer**

I consider that the assessment made by the Reporting Officer is very good/releasable good/strict/lenient/biased.

\*The remarks underlined in red ink should be communicated in writing. I have the following remarks to add:-

\*\*1<sup>st</sup> Countersigning Officers Signature \_\_\_\_\_

Name (In block letters) \_\_\_\_\_

Dated \_\_\_\_\_ 20 \_\_\_\_\_

Designation \_\_\_\_\_

the name and designation of the Reporting/countersigning Officer should be typed, written in block Letters or rubber stamped below the signature

\*Strike out the entries, which are in-applicable.

\*\*Strike out this sentence, if there are no adverse remarks to be communicated.

## **PART-V**

Remarks of the subsequent countersigning officer.

I consider that assessment made by the Reporting Officer/1<sup>st</sup> Countersigning Officer is very good/ reasonably good/constructive/lenient/biased.

\*\* The remarks underlined in red ink should be communicated.

I have the following remarks to add:

2<sup>nd</sup> Countersigning Officers Signature \_\_\_\_\_

Name (In block letters) \_\_\_\_\_

Dated \_\_\_\_\_ 20 \_\_\_\_\_

Designation \_\_\_\_\_

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## ANNEXURE G

CONFIDENTIAL

### UNIVERSITY OF ENGINEERING & TECHNOLOGY, PESHAWAR

#### PERFORMANCE EVALUATION REPORT FORM FOR PRIVATE SECRETARY, PERSONAL ASSISTANT, STENOGRAPHERS/STENOTYPISTS

NAME OF DEPARTMENT/ OFFICE: \_\_\_\_\_

REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_

#### **PART-I**

Name \_\_\_\_\_

Father's Name \_\_\_\_\_

Date of Birth \_\_\_\_\_ Qualification \_\_\_\_\_

Designation \_\_\_\_\_ Basic Pay Scale \_\_\_\_\_ Pay \_\_\_\_\_

Date of entry into Service \_\_\_\_\_ Date of appointment to the present Grade \_\_\_\_\_

Training courses, if any \_\_\_\_\_

#### **PART-II**

(A)	A1	A	B	C	D	Remarks
(1) Standard of Shorthand/ Typing: (a) Speed (b) Accuracy.						
(2) Maintenance of Officers engagement, diary and conducting of visitors.						
(3) Movement of files and record of suspense cases.						
(4) Dress and cleanliness.						
(5) Regularity and punctuality in attendance						
<b>PERSONAL TRAITS</b>						
(6) Intelligence.						
(7) Perseverance and devotion to duty.						
(8) Cooperation and tact.						
(9) Amenability to discipline.						
(10) Any disciplinary action taken during the period of report.						

(11) Integrity: - **Assessment**

(i) **Incorruptible**..... \_\_\_\_\_

(ii) **Reported to be corrupt**..... \_\_\_\_\_

(iii) **Believed to be corrupt, because of:**

(a) **Monetary consideration**..... \_\_\_\_\_

(b) **Other considerations**..... \_\_\_\_\_

(12) Trust worthiness in confidential and secret matters.

YES

NO.

Note: - The rating should be recorded by initializing the appropriate column of box. 'A1' Very Good, 'A' Good; 'B' Average; 'C' Below Average; 'D' Poor

### **PART-III**

**GENERAL ASSESSMENT OF ANY PARTICULAR QUALITIES**  
**(Appraise in the present grade by initialing the appropriate column below)**

Very Good	Good	Average	Below Average	Poor	Special aptitude, if any

### **PART-IV**

**SUITABILITY FOR PROMOTION**  
**(Initial the appropriate box below)**

(a) Recommended for accelerated promotion.

(b) Fit for promotion.

(c) Recently promoted/appointed /consideration for promotion pre-mature.

(d) Not yet fit for promotion.

(e) Unfit for further promotion.

(f) Fitness for retention after 25 years service.

 Fit Unfit

### **PEN-PICTURE**

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Dated \_\_\_\_\_  
Official Stamp

Signature, Name & Designation of  
Reporting Officer

## **ANNEXURE H**

**Form for**  
**Senior & Junior Clerks**

**CONFIDENTIAL**

### **UNIVERSITY OF ENGINEERING & TECHNOLOGY, PESHAWAR**

#### **DEPARTMENT**

#### **PERFORMANCE EVALUATION REPORT**

FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_

#### **PART-I**

1. Name (in block Letters) \_\_\_\_\_
2. Father's Name \_\_\_\_\_
3. Designation\_\_\_\_\_
4. Date of Birth\_\_\_\_\_ 3 (a). Qualification \_\_\_\_\_
5. Date of Entry into University Service:\_\_\_\_\_
6. Departments/Sections in which employed during the year, with period

#### **PART-II**

<b>A</b> <b>PERFORMANCE</b>	<b>A1</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
(1) Reference, paging of notes correspondence					
(2) Movement of files and record of suspense cases					
(3) Keeping files and papers in tidy condition					
(4) Promptness and accuracy in disposing of work.					
<b>(B)</b> <b>PERSONAL TRAITS</b>					
(5) Intelligence					
(6) Knowledge of procedure and regulations					
(7) Punctuality					
(8) Cooperation and tact					
(9) Amenability to discipline					
(10) Skill in drafting					

11. **Integrity.** **Assessment**

(i) Incorruptible .....

(ii) Reported to be corrupt .....

(iii) Believed to be corrupt, because of:

(a) Monetary consideration .....

(b) Other considerations .....

**(12)** Knowledge of Typing YES      NO

(13) Trust worthiness in confidential and secret matters.

(14) Any disciplinary action taken during the period under report.

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**PART-III**

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	By Reporting Officer	By Countersigning Officer
(a) Recommended for accelerated promotion.	<input type="checkbox"/>	<input type="checkbox"/>
(b) Fit for promotion.	<input type="checkbox"/>	<input type="checkbox"/>
(c) Recently promoted/appointed – consideration for promotion is pre-mature.	<input type="checkbox"/>	<input type="checkbox"/>
(d) Not yet fit for promotion.	<input type="checkbox"/>	<input type="checkbox"/>
(e) Unfit for further promotion.	<input type="checkbox"/>	<input type="checkbox"/>

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**PART-IV**

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<b>General Assessment</b>	By Reporting Officer	By Countersigning Officer
<b>(i) Very Good</b>		
<b>(ii) Good</b>		
<b>(iii) Average</b>		
<b>(iv) Poor</b>		

**PEN PICTURE**

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**Reporting Officer's Signature** \_\_\_\_\_

**Name (in Block Letters)** \_\_\_\_\_

Date \_\_\_\_\_

**Designation** \_\_\_\_\_

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**Countersigning Officer's Signature** \_\_\_\_\_

**Name (in Block Letters)** \_\_\_\_\_

Date \_\_\_\_\_

**Designation** \_\_\_\_\_

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## **ANNEXURE I**

### **UNIVERSITY OF ENGINEERING AND TECHNOLOGY, PESHAWAR**

#### **PERFORMANCE EVALUATION REPORT FOR TECHNICAL STAFF**

**FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_**

1. Name \_\_\_\_\_
2. Designation \_\_\_\_\_ 3. Grade \_\_\_\_\_
4. Qualification \_\_\_\_\_ 5. Date of Birth \_\_\_\_\_
6. Date of Entry into the University Service \_\_\_\_\_
7. Department in which employed during the year with period \_\_\_\_\_
8. Observance of Laboratory / Shop work procedure, for example:
  - (i) Handling of Lab: apparatus, Equipment and Shop Tools.
  - (ii) Keeping apparatus, Equipment and Tools in tidy condition.
  - (iii) Promptness and accuracy in disposing of work.
9. Observation on:
  - (i) Intelligence.
  - (ii) Knowledge of procedure.
  - (iii) Punctuality
  - (iv) Co-operation with other staff and students.
  - (v) Amenability to discipline.
  - (vi) Skill in demonstration.
10. Knowledge of Islam
  - (i) Whether the person concerned has any tendency against the tenets of Islam; and
  - (ii) Whether there is any outstanding feature in his conduct or character indicating Islamic way of life.
11. Integrity:

**SUITABILITY FOR PROMOTION**  
**(Initial the appropriate box below)**

- (a) Recommended for accelerated promotion.
- (b) Fit for Promotion.
- (c) Recently promoted/appointed, consideration for promotion premature.
- (d) Not yet fit for promotion.
- (e) Unfit for further promotion.

Fitness for retention after 25 years service

Fit

Unfit

**PEN-PICTURE**

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Signature:

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

**FORM FOR STAFF CAR DRIVERS****ANNEXURE J****UNIVERSITY OF ENGINEERING & TECHNOLOGY, PESHAWAR****DEPARTMENT****PERFORMANCE EVALUATION REPORT**

FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_

**PART-I**

1. Name (in block Letters) \_\_\_\_\_
2. Father's Name \_\_\_\_\_
3. Date of Birth \_\_\_\_\_
4. Grade \_\_\_\_\_
5. Scale of Pay \_\_\_\_\_ Present Pay \_\_\_\_\_
6. Date of retirement \_\_\_\_\_
7. Educational Qualification, if any; \_\_\_\_\_
8. Standard of work 

a. Whether he is conversant with rules for the use of Staff Car and observes them rigidly.	_____
b. Whether he has been careful in observing the ordinary courtesies and rules of the road.	_____
c. Whether he possesses adequate knowledge of the mechanism of cars and their engines and is competent to do minor running repairs and replacement of spares.	_____
d. Whether he has been involved in any road accident or traffic offence and whether there has been any adverse entry in his Driving License during the period under review.	_____
e. Whether he keeps the car in neat and tidy condition.	_____
f. Whether he is polite and courteous.	_____
g. Whether he puts up clean appearance and bearing.	_____
h. Whether he is performing his duties satisfactorily.	_____
9. Is he amenable to discipline? \_\_\_\_\_
10. Has he been responsible for any outstanding \_\_\_\_\_
11. Work during the period under review meriting \_\_\_\_\_
12. Special commendation if so, what? \_\_\_\_\_

**Signature of Reporting Office with seal \_\_\_\_\_****Name (in Block Letters) \_\_\_\_\_**

Date \_\_\_\_\_

**Designation \_\_\_\_\_**

## **ANNEXURE K**

**Form for Daftaries/Oasids/Naib Oasids/Chowkidars/Class-IV**

**CONFIDENTIAL**

**UNIVERSITY OF ENGINEERING & TECHNOLOGY, PESHAWAR**

### **DEPARTMENT / SECTION**

### **PERFORMANCE EVALUATION REPORT**

FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_

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#### **PART-I**

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1. Name (in block Letters) \_\_\_\_\_
2. Father's Name \_\_\_\_\_
3. Date of Birth \_\_\_\_\_
4. Date of Entry into University Service \_\_\_\_\_
5. Qualification at the time of Appointment \_\_\_\_\_
6. Departments/Sections in which employed during the period \_\_\_\_\_
7. Qualification acquired during employment \_\_\_\_\_

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#### **PART-II**

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<b>A</b>	<b>PERFORMANCE</b>	<b>A1</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
(1)	Promptness and accuracy in disposing of work					
(2)	Sense of responsibility					
(3)	Takes Interest in his work					
(4)	Whether he possesses adequate knowledge of the work assigned to him					

5. **Integrity**

- (a) Incorruptible .....
- (b) Reported to be corrupt .....
- (c) Believed to be corrupt, because of:
- (d) Monetary consideration .....
- (e) Other considerations .....
- (6) Dealing with student and other staff
- (7) Punctuality
- (8) Knowledge of Typing
- (9) Trustworthy
- (10) Honest
- (11) Confident
- (12) Fit for any responsible Job

## PART-III

		By Reporting Officer	By Countersigning Officer
(a)	Recommended for accelerated promotion	<input type="checkbox"/>	<input type="checkbox"/>
(b)	Fit for promotion	<input type="checkbox"/>	<input type="checkbox"/>
(c)	Recently promoted/appointed – consideration for promotion is pre-mature	<input type="checkbox"/>	<input type="checkbox"/>
(d)	Not yet fit for promotion	<input type="checkbox"/>	<input type="checkbox"/>
(e)	Unfit for further promotion	<input type="checkbox"/>	<input type="checkbox"/>

## PART-IV

General Assessment	By Reporting Officer	By Countersigning Officer
(I) Very Good	<input type="checkbox"/>	<input type="checkbox"/>
(II) Good	<input type="checkbox"/>	<input type="checkbox"/>
(III) Average	<input type="checkbox"/>	<input type="checkbox"/>
(IV) Below Average	<input type="checkbox"/>	<input type="checkbox"/>
(V) Poor	<input type="checkbox"/>	<input type="checkbox"/>

### PEN PICTURE

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**Reporting Officer's Signature** \_\_\_\_\_

Name (in Block Letters) \_\_\_\_\_

Date \_\_\_\_\_

Designation \_\_\_\_\_

**Countersigning Officer's Signature** \_\_\_\_\_

Name (in Block Letters) \_\_\_\_\_

Date \_\_\_\_\_

Designation \_\_\_\_\_